



Infrastructure Development Bank of Zimbabwe

REQUEST FOR EXPRESSION OF INTEREST FOR PROVISION OF HUMAN RESOURCES CONSULTING SERVICES (Firms Selection)

Subject	Engagement of a Human Resources Services Consulting Management Firm
Brief Description	Review and Finalization of the IDBZ Human Resources Policy and Procedures Manual; Human Resources Strategy; Career Development/Succession Plans and Development of a talent pool and capability plans for the successors
Proposal Reference Number	IDBZ 91(b) of 2020

A. Background

The Infrastructure Development Bank of Zimbabwe (IDBZ) was formed on the 31st of August 2005, taking over assets and liabilities of the former Zimbabwe Development Bank (ZDB). It was primarily set up as a vehicle for the promotion of economic development of Zimbabweans through the development of Infrastructure which includes but is not limited to energy, transport, water and sanitation, information communication technology (ICT) and housing. IDBZ is primarily a Development Finance Institution established in terms of section 3 of the Infrastructure Development Bank of Zimbabwe Act (Chapter (24:14).

The goal of the IDBZ is to be the 'Employer of Choice' working towards gender, social inclusivity, sustainable infrastructure development and green growth. The Bank will endeavour to attract and retain a high-quality work force necessary to deliver on the objectives of the Bank's Strategy of supporting Zimbabwe's development thrust towards an empowered society and a growing economy.

In 2018 the IDBZ engaged a Human Resources Consultant to review and update its Human Resources and Procedure Manual as well as conduct a Capability Assessment exercise for its Senior Management in line with the Bank's Career Development/Succession Plan. However, the two assignments were at an advanced stage but are yet to be completed. The objective of the assignment was to align the Bank's Human Resources Policy with international best practise in Development Finance Institutions (DFIs) as well as to satisfy the Green Climate Fund (GCF) accreditation process which the Bank is currently pursuing. The GCF advocates for HR policies that promote a family friendly working environment which does not discriminate against gender, religion and social inclusivity. On the other hand the Bank intends to implement a comprehensive Career Development/Succession plan that identifies and fosters the next generation of leaders through mentoring, training, as well as enhance the validity of employee selection and identification of talent when promoting staff to higher positions. IDBZ recognizes that the cost and consequences of employee misfits can be far reaching for the organization to the extent of affecting growth of the institution. In addition, Management would like its Human Resources Strategy to be developed and aligned to the overall mandate of the Bank. The goal of the exercise is to ensure that the Bank has a clear HR strategy, a Policy and Procedure Manual together with a Career Development/Succession plan, which are guided by industry and international best practice.

Given that, the IDBZ would like to engage the services of a reputable Human Resources Management Firm/ Consultant who can review, develop, and finalize the following:

- Human Resources Policy and Procedures Manual
- The Career Development/Succession Plan
- Medium to Short Term Human Resources Strategy

B. Scope of Services

The services to be provided by the Human Resources Agency/Firm shall include but not limited to the following in line with best practices:

- a) **Review and Finalise the HR Policy and Procedures Manual**
The review and finalisation of the HR Policy and Procedures Manual should cover the following key components:
 - review and update a comprehensive human resources policy manual
 - review and develop a comprehensive human resources procedures manual
 - continuously support in the interpretation of the policy
 - develop a comprehensive policy and procedures manual on flexi-time/work at home
 - recommend other policies and procedures in line with international best practice add onto IDBZs current policies and procedures and similarly eliminate irrelevant policies

b) Review and Finalise the Bank's Career Development Plan

The review and finalisation of the HR Policy and Procedures Manual should cover the following key components:
conduct capability assessments for new staff members that would be used to input into strategic readiness assessment and development of strategic cover ratios.

- Multiskilling and upskilling of employees
- Relook at the job design to improve breadth and depth
- Put in place a mentoring and coaching programme to develop the managers to be well rounded managers and enhance performance and leadership skills
- Put in place a management development programme
- Develop a retention policy for the high performers including performance related incentives.
- Focus on the high-risk positions with low cover ratios for development and recruitment
- Widen the cover ratios for senior positions
- Develop a training Programme as per individual recommended training

c) Review and Finalise the Human Resources Strategy

The review and finalisation of the Human Resources Medium to Long Term Strategy which supports the Bank's overall mandate with a goal of being the "Employer of Choice"

The IDBZ now invites eligible Zimbabwean and Foreign Consultants to indicate their interest by way of an Expression of Interest (EOI) in accordance with requirements stated herein in providing the services as specified in this document. Interested Consultants Firms should provide information demonstrating that they have the required experience, competences, skills, and qualifications relevant for performance of the services whether as individual firms, joint ventures or as consortia. The Consultant shall submit Company profiles, Company registration documents, Curriculum Vitae of key personnel and professional staff, brochures, description of similar assignments previously undertaken, experience under similar environment or conditions. The Consulting Firm must demonstrate that they have fully established business offices. Prospective Consulting Firms may constitute joint ventures where necessary to enhance their capacity to undertake the assignment.

C. Eligibility Criteria

- i. The Consulting firms must be registered with the Procurement Regulatory Authority of Zimbabwe (PRAZ).
- ii. Proof of payment of PRAZ administration fees payable by Bidders for this Expressions of Interest.
- iii. The Consulting firms must have minimum 5 years' experience in Human Resources Management Consultancy, including development, reviewing, analysis, designing and implementation of various HR policies in the Financial Services Sector/Commercial banks/Development Finance Institutions
- iv. The Consulting firms must have completed at least 4 assignments in the relevant areas listed in iii above in at least 5 organisations of comparable size and complexity in the Financial Services Sector/Commercial Banks/Development Finance Institutions during last 5 years
- v. The Consulting firms should have qualified personnel in Human Resource Management with expertise in the development, review and analysis of (a) HR Procedures Manual; (b) HR Policy (c) HR strategy and (d) Succession Planning and designing development plans.

Section II: Evaluation/Qualification Criteria

The evaluation of Expressions of Interest documents shall be ascertained on compliance-based method.

Minimum Qualifying Criteria	Means of verification	Reference in Documents (Put page numbers from the proposal document)
Zimbabwe consulting firms must have valid tax clearance certificates whilst foreign firms must be duly registered with income tax authorities	Copies of valid tax clearance certificates and VAT registration certificates	
The Consulting firms must have minimum 5 years' experience in Human Resources Management Consultancy, including review, analysis, design and implementation of various HR policies in the Financial Services Sector/Commercial banks/Development Finance Institutions	Copies of contracts / project sign off / completion certificates / relevant documentary proof	
The Consulting firms must have completed at least 4 relevant assignments as indicated in section C (iii) above in at least 5 organisations of comparable size and complexity in the Financial Services Sector/Commercial Banks/Development Finance Institutions during last 5 years	Copies of contracts / project sign off / completion certificates / relevant documentary proof	
The Consulting firms should have qualified personnel in Human Resource Management with expertise in developing, reviewing and analysing (a) HR Procedures Manual; (b) HR Policy (c) HR strategy and (d) Succession Planning and designing development plans.	CVs with copies of educational documents and certifications	

D. Document Submission

The following documents should be submitted:

- i. duly signed letter of Expression of Interest, which must be in the format of the template in Appendix A of Section III.
- ii. detailed company profile or brochures containing
 - Legal status i.e. sole proprietorship / partnership /public or private limited company / consortium with name and addresses of proprietor / partner(s)/director(s)
 - Affiliation with International Agencies / Institutions (if any).
 - Experience of the company together with verifiable details of previous / current corporate clientele.
 - summary of curriculum vitae of key personnel and professional staff for assessment of capacities related to the development, review and analysis of (a) HR Procedures Manual, (b) HR Policy, (c) HR strategy and (d) Succession Planning and designing development plans in the Financial Services Sector/Commercial Banks/Development Finance Institutions.
 - Relevant tax registration certificates
 - Affidavit to the effect that the government / quasi-government or any autonomous body has never blacklisted the consulting firm
 - Contact person for all matters related to this EOI including the designation of such person in the company
 - History of litigation if any
 - All other documents which are considered relevant to assess the capability of the consulting firm.

Section III: Instructions to Consultants

A Consulting Firm will be selected in accordance with the procedures specified in Part VIII of the Public Procurement and Disposal of Public Assets Act [Chapter22:23] ("the Act") and Part VI of the Public Procurement and Disposal of Public Assets (General) Regulations, 2018 (Statutory Instrument 5 of 2018) ("the Regulations"). This opportunity is open to all Consultants who meet the criteria for eligibility as stated in Section 28 of the Act and who have the nationality of an eligible country as defined in Clause 1.10 of the General Conditions of Contract for Consultancy Services. Short-listed Consultants will be invited to submit detailed technical and financial proposals, as described in Part 1 of the Request for Proposals Procedures in the Standard Request for Proposals for the Selection of Consultancy Services. The Consultant submitting the successful proposal will be engaged on the contractual terms set out in that document and in the General Conditions of Contract for Consultancy Services. Copies of the Act and Regulations and the standard documentation are available on the website of the Procurement Regulatory Authority of Zimbabwe;

URL <http://www.praz.gov.zw/index.php?lang=en>. Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications.

Prospective Consultants are required to pay an administration fee to the Procurement Regulatory Authority of Zimbabwe for this tender in line with Section 54 of the Act as set out in Part IV of the Fifth Schedule to the Public Procurement and Disposal of Public Assets Regulations (SI 5 of 2018) as amended by Statutory Instrument 49 of 2020. The administration fees are for the amount ZW\$3,500 for Zimbabwean firms, and foreign bidders shall pay an equivalent in the currency of their bid. The PRAZ contact details are downloadable at the PRAZ website www.praz.gov.zw for further clarifications pertaining to payment of administration fees.

The method of selection will be the Least Cost Selection Method in line with section 62 of the Public Procurement and Disposal of Public Assets Act [Chapter22:23].

The IDBZ will reject an Expression of Interest if it establishes that the Consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract or been declared ineligible to be awarded a procurement contract under section 99 of the Act. An expression of interest shall be rejected in this procurement process if a Consultant Firm engages in anti-competitive practices.

Interested Consulting Firms shall submit only one Expression of Interest document, either individually or as a partner in a joint venture / consortium. In case of joint venture / consortium, total similar projects will be counted as sum of Lead firm and partners / associates.

The Expression of Interest must be submitted electronically to procurement@idbz.co.zw by **17 August 2020 by 10:00hrs local time and clearly captioned "EOI Ref 91(b) of 2020: Engagement of a Human Resources Services Consulting Management Firm"** Late expressions of interest will be rejected.

Procurement Management Unit

Attn: Kenneth Geyi, Head – Procurement Management Unit

IDBZ House

99 Rotten Row Road

PO Box 1720

Harare, Zimbabwe

Tel: +263-4-750171/8

Email: procurement@idbz.co.zw

Website: www.idbz.co.zw

Appendix A

Letter for submission of expression of interest (To be submitted with the application, signed and unaltered)

To: {Insert name of Procuring Entity}

With reference to your invitation for expressions of interest for {insert subject and proposal reference number}, we express our interest in bidding for a contract to provide these services.

We provide the following information in relation to the short-listing criteria:

1. Qualifications and experience of the firm: {Insert relevant information}.
2. Availability of appropriate skills among staff: {Insert relevant information}.
3. Other short-listing criteria: {Insert relevant information}.

We submit the following documents in support of this information {list any documents that were requested in the invitation for expressions of interest; if no documents were requested, delete this paragraph }.

{Delete whichever of the following statements do not apply:}

1. This firm will be the sole provider of the requested consultancy services.
or
2. We propose to provide the requested consultancy services as part of a joint venture with {provide the name of the joint venture partner and details of the contribution the partner would make to the required consultancy services}. Or
3. We propose to engage as sub-contractors {provide the name of the sub-contractor and details of the contribution the sub-contractor would make to the required consultancy services}.
{In the case of 2 or 3 above} We confirm that the firm mentioned above has agreed to be associated with this expression of interest.

{Name and postal and physical address of firm submitting the expression of interest, together with name of contact person and contact details, including telephone number and e-mail address. The firm's website address should be provided, if available.}

Expression of Interest Letter Authorised By:

Signed	Name
In capacity of:	Date (DD/MM/YY)
Duly authorised for and on behalf of:	
Firm	
Address:	
.....	
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Corporate Seal (where appropriate)

